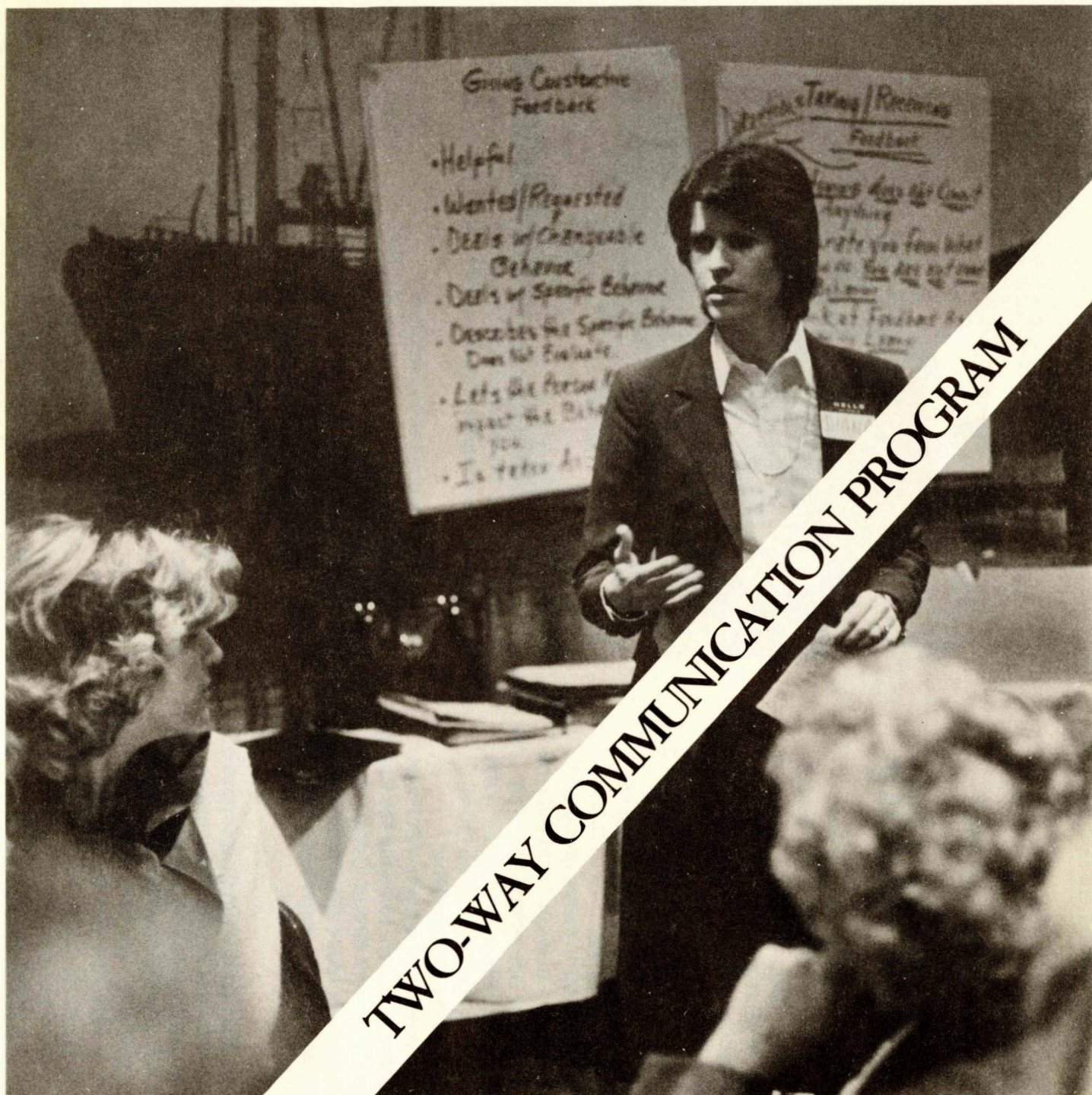


**Blue Cross
Blue Shield**
of Florida

PROFILE

APRIL 1983 Vol. 2 No. 4

Published for the Employees of Blue Cross and Blue Shield of Florida, Inc.



Opening Channels Throughout the Company

Two-Way Communication Program Begins

With that statement in an open letter to Plan employees, President Flaherty helped introduce a major new program for "two-way communication." The Two-Way Communication program was begun in April in order to allow both a downward and an upward flow of information within the Plan.

Each employee has been given a "Two-Way Communication Employee Booklet," which explains the new policy and procedures. Perhaps the most important feature of the Two-Way Communication program is opportunity for every employee to meet and communicate with his immediate supervisor on a weekly basis.

This new corporate-wide policy for weekly meetings is not new in some areas of the company. Rachel Johns, supervisor of Federal Employees Supplemental Claims, and the 27 employees in her area have been meeting regularly for some time. "We've been having weekly meetings for about two years now," said Johns. "These meetings have opened channels for me to communicate with my people. Not only do they listen to me but it gives me the opportunity to listen to them. Regular meetings have helped us work as a team to resolve problems and to accomplish our goals."

Management training programs have helped all management to prepare for the new program. "All of the Training and Development Department's programs for managers and supervisors have been geared toward the Two-Way Communications program. Every one of us walked away with some good ideas. It is exciting when you are able to bring back ideas and techniques from those modules and put them into place and use them within your own department," said Johns.

Johns also participated in a team building session led by the Training and Development Department. In the team building session, her group was trained in the use of role play as a communication strategy. Johns uses role play as a technique to enable her employees to better communicate with one another.

One of the basic ideas, which was presented to managers and supervisors during a conference leadership module, has been the concept of shared leadership. Over the past two years, Johns has been giving her subordinates the chance to lead some of the meetings. "When my employees lead a weekly meeting, it builds their confidence and their peers have a new respect for them. It is a good developmental opportunity. Overall, it has very good results. We generally have a number of volunteers," said Johns.

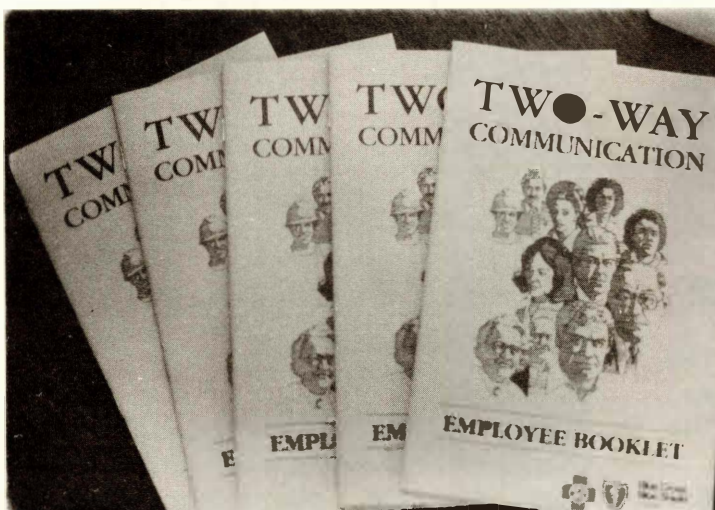
In order to track the effectiveness of the meetings, a new meeting evaluation form has been developed. Johns has found evaluation forms to be very helpful in reducing barriers to communications.

"Within my area, we have honest and open communications. In other words, my employees feel free to give me feedback not just on evaluation forms, but to communicate during and after our meetings. The key is that I try not to overreact to critical comments. It is important to react as you would expect your employees to react," said Johns.

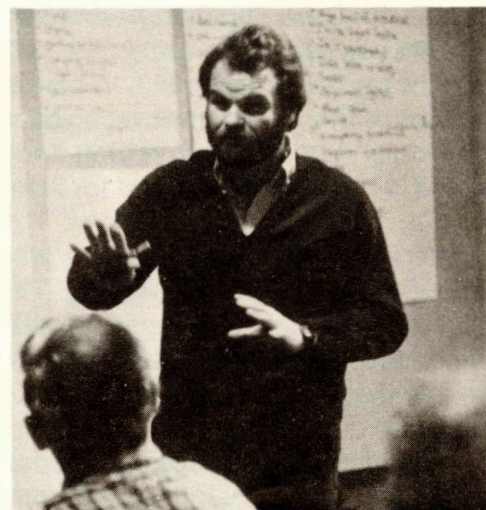
As a result of weekly meetings, Johns has seen improvements. She is proud to tell you that, through ongoing two-way communication, "We make changes. We make improvements. The unit operates better."

"Communication is one of the most important processes in any organization. Without it, we cannot effectively accomplish our business goals, nor can we understand and address the needs of our employees."

William E. Flaherty



The "Two-Way Communication" booklets, developed by the Training and Development Department to explain the new program, were distributed to employees during April.



Bill Adams, management development/organization development specialist for the Plan, wraps up a session on conference leadership.



In a Conference Leadership workshop, Bob Wittenmyer (center) presents his ideas on solving a management problem the group selected to study. Don Hardeman (left) and Bob Downing (right) listen to his comments.



(Left to right) Goldie Siegel, Supervisor Rachel Johns and Lulu Ferrer discuss a "know-your-neighbor" questionnaire designed to show people how well they listen and communicate.

EMC — Breaking Records, Improving Service

The Electronic Media Claims (EMC) area in Medicare Part B set a new record in March. In that month, 426,372 Medicare Part B claims were processed through the electronic network. Claims are received from approximately 580 sites representing over 4,000 physicians and other providers of service.

In fiscal year 1982, Blue Cross and Blue Shield of Florida received 22.7 percent of the Medicare Part B claims electronically. The Health Care Financing Administration (HCFA) has set a Corporate goal of 25 percent for fiscal year 1983. In March, 27.5 percent of the total claims received were electronic media claims, setting another record, according to Supervisor Annetta Stange.

The reason for the goal is to promote participation in EMC processing. Through this means of claims processing, overall administrative costs decrease due in part to the elimination of front-end manual claims entry and control functions. As an incentive to providers, EMC processing, in part, results in a faster cash flow and improved accuracy.

As Data Claims Analyst Kathi Hammond said, "It helps people get their money faster and there is less chance of error." Paperless claims are quicker because there is no mail time except for the resulting check. There is less chance of error through misreading or miscoding. If the sender miscodes, then EMC examiners can call and verify the information for faster completion of incomplete claims.

EMC does see its share of mistakes. "We can always tell when a doctor hires a new employee," said Stange. About 90 percent of the claims submitted through the terminal network are handled by the computer, but the 10 percent require manual adjudication. "A simple transposing of digits in a doctor's number (each doctor has a code number) could kick out 300 claims to be handled manually," said Stange. This can greatly affect an area that has only seven claims examiners. Even though each examiner is responsible for designated providers, when a problem occurs, the examiners help each other. "Our success is dependent upon our working together as a unit," said Stange.

To prevent those problems and to comply with the Health Care Financing Administration (HCFA) regulations, the area has five data claims analysts who



Kathi Hammond, a claims data analyst, reviews a beneficiary research document (BRD), a part of internal review.

constantly review finalized claims. The 90-day audit is one check that is performed. A new sender on the computer system transmits information for 90 days. Then a claims analyst will select a random sample of 25 or more claims for review. If there are problems, the analyst outlines them to the external auditor. "We're mediators," said Data Claims Analyst Deloris Robinson. "We're not here to look up problems. We're here to solve problems."

An auditor from Provider Audit and Review verifies the validity of the services billed and discusses all problems found in the internal review and the audit with the sender. These reviews and contacts are continued annually.

The 14-person area is processing more claims, solving more problems and improving service in general, according to Supervisor Stange. But she passes much of the credit to the Provider Automated Services Department, which sells the

computer network system. "They did the tremendous job of getting the know-how and the equipment out to doctors and hospitals," said Stange. At any rate, the new claims records are a milestone for the Florida Plan.

And the efficiency is impressing customers of the network. "The cycle time in electronic claims is faster than anything most suppliers have seen before," said Robinson. Cycle time, the number of days it takes a claim to process from receipt to finalization, for EMC averaged 2.2 days for calendar year 1982. "One durable medical equipment supplier insists that since he's been on EMC processing his own productivity has increased 100 percent," said Robinson. "In order to run an effective business, suppliers need to have claims processed quickly. If we can do that, the suppliers benefit, the providers benefit, the beneficiaries benefit, and we benefit."

UPDATED DEPARTMENT LOCATIONS

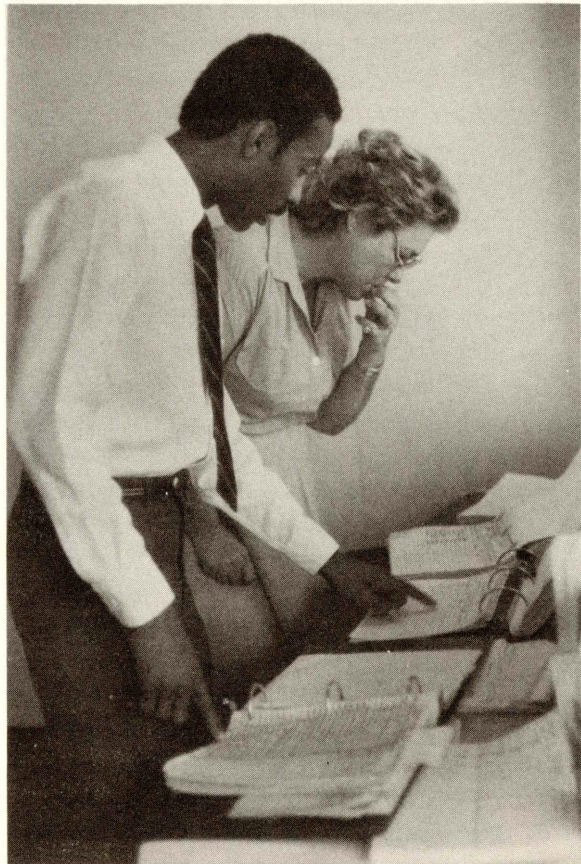
AS OF APRIL 1983, THE LOCATIONS OF DEPARTMENTS ARE AS FOLLOWS:

1T	Human Resources, Customer Service, Credit Union (rental), Gift Shop (rental)	1C	Facilities and Office Services Administration, Purchasing, Mail Operations, Facilities and Office Services Development, Maintenance and Engineering, Safety and Security
3T	Marketing, Medicare A Systems Task Force	2C	Actuarial and Underwriting, Corporate Planning and Research, Graphics, Word Processing, Legislative Affairs
4T	Customer Service	3C	Marketing, Florida Combined Insurance Agency, Training Rooms, Dispensary
5T	Blue Cross and Blue Shield Claims	4C	Micrographics, Telecommunications, Marketing, Employee Security Program (rental), Jacksonville Branch Office
6T	Blue Cross and Blue Shield Claims, Benefits Administration, Technical Services and Support, Other Carrier Liability, Level II Review	5C	Membership and Billing
7T	Blue Cross and Blue Shield Claims	6C	Operation Planning, Credit Union Offices, United States Air Force (rental), Burroughs (rental)
8T	Information Operations	7C	Systems (temporary)
9T	Information Operations, Provider Automated Services	8C	E.D.S. Computer, Planning Research Corporation (rental)
10T	Electronic Data Processing Systems	9C	Planning Research Corporation (rental)
11T	Finance	10C	Planning Research Corporation (rental)
12T	Provider Audit and Reimbursement Division, Medicare Administration, Electronic Data Systems Management (consultants)	1N	Shipping and Receiving, Engineering
13T	Medicare B Services, Cafeteria	2N	Reprographics, Northern Regional Marketing Manager, EDS Microfilm (consultant)
14T	Medicare B Claims, Medicare B Support, Health Care Financing Agency (on site)	3N	Cafeteria
15T	Medicare B Communications		
16T	Medicare B Claims		
17T	Medicare A		
18T	Health Industry Services, Internal Audit		
19T	Corporate Communications, Legal Affairs, Medical Division		
20T	Executive Staff, Board Facilities		

T = TOWER

C = CENTER

N = NORTH



Fred Brunson and Nona Collins check to see which provider is due to be audited next.

Taking Advantage of an Opportunity

When the Florida Plan bid for the CHAMPUS/CHAMPVA contract last fall, there were two opportunities: (1) win the contract and (2) use the knowledge gained in the development of the bid to augment the Private Business Division. When the Plan did not win the bid, the second opportunity still remained.

"We wanted to take advantage of the skills and talents of the CHAMPUS/CHAMPVA work group and focus on Private Business," said Bill Dodd, vice president of Operations Planning. "We wanted to make improvements in Private Business that would help us be more competitive in the marketplace."

So Dodd developed a plan, which was implemented in March, to create the Private Business Consultant Group. Currently the group consists of four consultants and a manager, who gained experience with the CHAMPUS/CHAMPVA bid.

Manager Karl Smith said the purpose of the group is to give Private Business an additional resource to help carry out projects already identified by the Private Business Division. "We must combine our strengths to make the improvements that are necessary to be successful in this competitive environment."

To combine those strengths, selected individuals with CHAMPUS/CHAMPVA experience are working in similar situations in the Private Business Division. Consultant Leanne King is using her nursing, Medicare Part B, and CHAMPUS background to help automate medical policy for the Private Business Division. "This is a massive project," said King. "The Corporate Medical Policy Procedure Manual has more than 2,000 policy items. Each item requires two or three system actions." Also, King is helping to determine the medical policies



The newly formed Private Business Consultant group includes (seated left to right) Jackie Adkins, Leanne King, Mark Hughes, (standing left to right) Chuck Varney and Manager Karl Smith.

now applied by computer and those applied manually. "The end result will be a consistent, accurate mechanism with which to apply medical policy," said King. "We expect to see a dollar savings and increased customer satisfaction."

Another consultant, Mark Hughes, is working with the Inquiry Control System Project, Phase II. Phase I gave the division the capability to maintain a computerized record of every inquiry. Reports can now be run to point out why the Plan receives inquiries - where the problems are. "No longer does management have to make important decisions using a small sample of inquiries," said Hughes. "Now management can make decisions based on 100 percent of the inquiries."

The new system is beneficial to customer service representatives as well. "When a person receives a call," said Hughes, "at a quick glance they can see the history of the subscriber's inquiries that have been processed for the past 90 days. The customer service representative can then empathize with the person's problems and can see better what they might do to satisfy them."

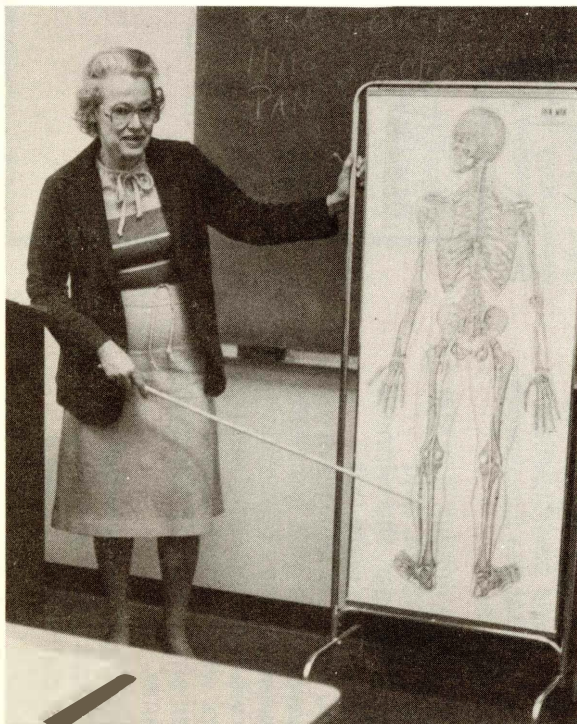
Hughes is the project coordinator for Phase II, the automation of letter writing. "We're developing the capability to write letters via the main frame computer rather than via the Word Processing Department," said Hughes. "This will allow Word Processing to better serve other areas in the company and will also give us a computerized record of how we responded to each inquiry. The expected result is improved productivity and cycle time for correspondence."

As project coordinator, Hughes identifies the steps of the process, keeps track of the schedule, and trouble shoots. "If Phase II is as successful as Phase I, I will be extremely pleased," said Hughes.

With a series of improvement projects in the Private Business Division already underway and additional staff support in the Private Business Consultant Group, this revitalized Division could be an outstanding consolation prize from last year's CHAMPUS/CHAMPVA bid. "We want Blue Cross and Blue Shield of Florida to be recognized as the best health care insurer in the country," said Smith.

Staying On Top With Training Programs

Information on benefits and contracts is not all that is needed to process private business claims and to answer customer inquiries. Being able to identify the parts of the skeletal system is just one additional skill claims examiners and customer service representatives in



Training Instructor Jean Hoppe reviews the parts of the skeletal system with her class.

Private Business must gain in one of the most detailed training programs in the company.

The training is part of a Certification/Recertification Program, which was implemented in Private Business last year. The Recertification Program will complete its first cycle in May with every examiner and representative having taken the recertification exam and any necessary training. Melodye Raulerson and Dianne Greer have developed and administered the recertification tests.

"The program is designed to help claims examiners and customer service representatives maintain a high level of competence," said Cindy Kelly, manager of Benefits Administration in Private Business. "Processing claims and inquiries is not easy. There is a lot of information examiners and customer service representatives need to know."

To fill this need for expert information, an eight-week Certification Program was begun for new examiners and representatives. Participants learn medical terms, anatomy, research techniques, procedure coding, processing procedures, and contract benefits. Customer service representatives are also trained in grammar skills, telephone operation, and customer relations.

The Recertification Program consists of a test and remedial training modules for those employees who do not achieve the necessary test score. Each employee usually takes the test after 12 months. Claims Examiner Cheryl Pittman and Customer Service Representatives Donna Terry and Jerri Faulkner were the first to attain recertification by passing the entire pretest on the first try.

The training staff is always looking for ways to improve the actual operation of the overall program. One such improvement was to develop specialized trainers and to utilize other Private Business Division management in training sessions. For example, Claims Supervisor Sheila Heise assisted the training area by developing and conducting all the remedial training for the Claims Division. "When one person presents the same information in the same way, there is more consistency," said Heise. "It is easier to learn that way."

Jean Hoppe, one of the training instructors, said the training program can be a morale builder. "Trainees are so sure they can't learn that much in the first three-week segment (the one with the most memorization)," said Hoppe. "But then they see that they can. That has a wonderful effect on them, and it makes it fun to teach," Hoppe said.

Softball, You're Out!

Practice was underway early this year for intramural softball in preparation for some fierce competition. "This is the most teams we've had in five years," said softball coordinator Don Wilson.

There are thirteen teams this year, four women's teams and nine men's teams. Each team has about 15 players. It took some time coordinating the season, but that was no problem for Wilson, a former high school football, basketball and baseball coach.

The women's teams will be playing on Tuesday evenings at Fishweir and Southside parks. Men's teams will play Wednesday evenings at Willowbranch, Fishweir and St. Nicholas parks. The season opened April 26 and will conclude on July 27. The season tournament will be August 6 at Drew Park.

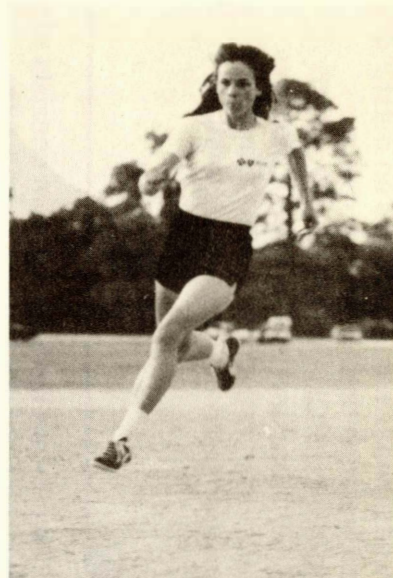
Charlie Frame, an eight-year veteran, is coaching two teams this year, the Maenads and the Scrubs. "We play mostly for fellowship," said Frame. "After work we go to the park and complete the game before dark. Because we play in the afternoon many of the players bring their families or friends. This softball league has to be the most popular program, as far as employee participation is concerned, that the Employees' Club sponsors.

But don't be misled. It is still fiercely competitive, said Frame. "Last year, the winners of both leagues were not decided until the last game of the season. The girls get really engrossed by the competition. Some wore badges and put up posters while others wore their softball shirts to work the day of the game.

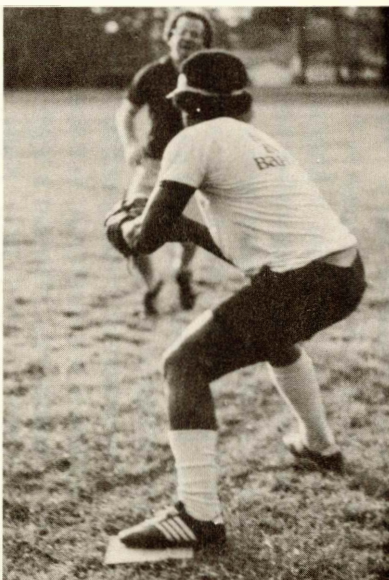
"It's fun but nerve wracking," said Frame. "After eight years, I still get butterflies before a game."



Terri Rehberg, third baseman for the Maenads, attempts to force out Debbie McClain of Randy Weathers' tournament team at a recent practice game.



Elaine Weathers, of Randy Weathers' tournament team, strides to third in a recent practice game.



Alfonzo Hayes, of the Bad News team, gets ready to catch the ball to put Lanny Felder out at a recent practice game.



Curtis Wimberly, of the Bad News team, runs for third as Tom Johnston, of the Blues Brothers, jumps for a catch.

**Blue Cross
Blue Shield** of Florida **PROFILE**

Published by the Corporate Communications Division
P.O. Box 1798
Jacksonville, Florida 32231-0014

BULK RATE
U.S. POSTAGE
PAID
JACKSONVILLE, FL
PERMIT No. 85